MISSOURI
Department of Revenue

FY2019

ASPIRATION	We assist the citizens and businesses of Missouri to meet their obligations				
THEMES	**Embed Transformational Purpose** Take personal ownership of our aspiration and understand how every employee supports its delivery	**Focus on Service Culture** Drive every action by every employee everyday with a passion to continuously improve our service to Missouri citizens and businesses	**Partnerships** Create partnerships with other government agencies and private organizations that leverage the capabilities of each partner to assist and support citizens and businesses in Missouri	**Employee Recognition and Engagement** Find ways, every day, to ensure that DOR employees who deliver at the highest levels and actively drive day-to-day improvement understand that their effort is noticed, appreciated and rewarded	**IT Roadmap** Develop an IT strategy that will enable future growth, encourage business development and improve overall customer experience

INITIATIVES	• Create and execute a program to foster a more diverse and inclusive workforce
	• Establish a strategic communications plan to materially and positively increase the visibility of the Department's purpose
	• Materially enhance an internal communications plan focused on role clarity and individual impact
	• Tie recognition and rewards to transformational results
	• Create transparency in respect to metrics and delivery status for all stakeholders
		• Identify and eliminate backlogs
		• Improve customer experience at License Offices
		• Reduce time for citizen and business interactions
		• Reduce the number of days for individual income tax refunds
		• Develop a plan and establish a process for continuous review and improvements of all external communications
		• Increase physical presence in the community
		• Establish mechanism to assess satisfaction with License Offices
			• Develop and maintain positive relationships with:
			  - General Assembly
			  - Local Jurisdictions
			  - Executive Branch
			  - Businesses (small & large)
			  - Associations
			  - Other State Departments
			  - Military
			  - First Responders
			  - Educational Institutions
				• Improve OHI tracking and reporting
				• Assess, develop, and implement professional development training programs to serve our business needs and develop our people
				• Make the Department a destination employer
				• Ensure a clear and consistent process for all promotions and employee growth opportunities
					• Develop a medium and long term IT Roadmap
					• Identify, acquire support and funding, and develop plan for new MVDL system
					• Develop a plan to deliver "Best in Class" Digital Experience:
					  - E-driver license
					  - Digital license plates
					  - Kiosks
					  - Public facing trackers
					  - DOR mobile application
					• Develop improved data analytics capabilities:
					  - Leverage the Enterprise Data Warehouse for improved data analytics
					  - Provide economic analysis for fiscal notes
					  - Track and act upon the reasons for calls and correspondence
					• Build an interactive constituent database
					• Implement a case management system
					• Identify, acquire support, acquire funding, and develop a plan for call center system
					• Identify additional integrated tax system enhancements

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Measures

- Beginning 7/1/2018, implement and track Diversity and Inclusion Council initiatives resulting in a more diverse workforce
- Before 6/30/2019, begin implementing an external strategic communications plan
- Before 6/30/2019, begin implementing an internal communications plan
- Beginning 7/1/2018, develop a program to recognize and reward employees for significantly contributing to transformational results
- By 12/31/2018, begin displaying high-level dashboards on the intranet

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- By 6/30/2019, develop interactive dashboards for monitoring backlogs while creating and executing an action plan to achieve year-over-year improvement
- By 6/30/2019, improve customer experience at License Offices
- By 6/30/2019, compare CY vs PY processing times, while creating and executing an action plan to achieve year-over-year improvement
- By 6/30/2019, track online fraud reporting response
- By 6/30/2019, create and execute action plans for:
  - Cape Girardeau office
  - An external facing correspondence tracker (to show our customers the status of their correspondence)
  - An internal facing correspondence tracker (to monitor topics and our turnaround time)
  - Project Go Electronic (to encourage more taxpayers to file and pay their taxes online)
- By 6/30/2019, implement a process for continuous review and improvements for external communications
- By 6/30/2019, implement DOR attendance at various local-level public meetings
- By 6/30/2019, increase the number of License Office surveys completed and attain an 'A' rating

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- By 6/30/2019, increase number and quality of relationships with:
  - General Assembly
  - Local Jurisdictions
  - Executive Branch
  - Businesses (small and large)
  - Associations
  - Other State Departments
  - Military
  - First Responders
  - Educational Institutions

- By 12/31/2018, implement an OHI team recommendations tracker on the intranet
- By 12/31/2018, present a professional leadership development class for approval
- By 06/30/2019, develop a plan to promote the Department as a top employer in Missouri
- By 12/31/2018, evaluate best practices for a pay for performance system and before the end of the fiscal year, present options to the Leadership Team

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- By 6/30/2019, have IT Roadmaps completed
- By 6/30/2019, plan for a new MVDL system is completed
- By 6/30/2019, finalize funding requests and/or business requirements for:
  - Electronic Driver License
  - Digital License Plates
  - Kiosks
  - Public facing trackers
  - Mobile applications
- Improve data analytics capabilities in the following areas:
  - By 6/30/2019, implement plan to convert all data to the Enterprise Data Warehouse
  - By 1/01/2019, implement economic analysis for fiscal notes
  - By 6/30/2019, track and act upon the reasons for calls and correspondence
- By 10/31/2018, completion of documentation, Business Case acceptance/approval by DOR
- By 6/30/2019, implement new case management software for GCO
- By 6/30/2019, implement a process to track progress of Integrated Tax System enhancements
- By 1/1/2019, have ability to track identified measures associated with interactive constituent database